



ALBERTA MOTOR VEHICLE
INDUSTRY COUNCIL

AMVIC Business and Financial Plan 2025 – 2028

Jan. 21, 2025

Contents

- Introduction**..... 3
- Mission statement**..... 3
- Our mandate** 3
- What our environment is signalling to us** 4
- Strategic priorities of the AMVIC board** 5
 - GOAL 1: Improving compliance to increase consumer protection and a fair marketplace..... 6
 - GOAL 2: Foster consumer, industry and government relationships..... 8
 - GOAL 3: Financial stewardship and operational excellence 10
 - GOAL 4: Innovate AMVIC’s business model and approach 13
- Performance measures and indicators**..... 14
- Three-year financial plan** 17

Introduction

The Alberta Motor Vehicle Industry Council (AMVIC) was created in 1999 as Alberta's automotive industry regulator. AMVIC is a public agency, subject to the *Alberta Public Agencies Governance Act*, committed to investing in operations that will continue to increase its effectiveness.

AMVIC is committed to a fair marketplace for consumers and businesses with a strong focus on compliance, education and communication. In today's marketplace, AMVIC's work remains as important as ever. This business and financial plan outlines our commitment to goals and activities intended to create well-informed consumers, a level playing field for businesses and to increase regulatory compliance across the automotive industry.

Mission statement

At the September 2024 Board of Director's strategic planning session, the board felt it was time for the current AMVIC mission statement to be reviewed. The new AMVIC mission statement has a stronger emphasis on consumer protection and is:

We promote consumer protection and a fair and trusted automotive marketplace for consumers and industry in Alberta.

Our mandate

AMVIC is a delegated regulatory board created by the Automotive Business Regulation in accordance with Section 136(5) of the *Consumer Protection Act*. AMVIC regulates the automotive business industry in Alberta through the powers delegated to it under the *Consumer Protection Act*.

AMVIC is responsible for maintaining a mandatory licensing program for automotive businesses and a registration program for automotive business salespeople; educating industry on regulatory compliance; informing consumers of their rights; and enforcing consumer protection laws.

In addition to protecting Alberta consumers from unfair business practices and working towards building trust and confidence in the automotive business industry, AMVIC is also responsible for:

- Fostering open and clear communication in the automotive business industry and supporting an honest exchange of information among industry, government and consumers.
- Assisting the automotive business industry to build best business practices upon the framework of the *Consumer Protection Act* through education, compliance and enforcement of legislation.
- Providing alternatives for resolution of consumer complaints.

With respect to the automotive business industry in Alberta, AMVIC has been delegated the following powers, duties and functions of the Director of Fair Trading under Section 136(5) of the *Consumer Protection Act*:

- Licensing and registration administration under the *Consumer Protection Act* and the Automotive Business Regulation.
- Investigations, inspections and enforcement under the *Consumer Protection Act*, the Automotive Business Regulation, the Cost of Credit Disclosure Regulation, and the Internet Sales Contract Regulation.
- Administration of the Compensation Fund.
- Establishment of formal and informal education programs for industry and consumers in relation to the automotive business industry.

What our environment is signalling to us

We believe there are many emerging factors that impact AMVIC's ability to achieve its consumer protection mission.

Changing industry dynamics:

- Macroeconomic shifts and evolving business models are reshaping the automotive industry, including dealers, and service and repair businesses. Some automotive businesses, facing reduced profitability, may turn to non-compliant practices, while others may see penalties as just another cost of doing business. As penalties issued by AMVIC have become more significant, the frequency of appeals has increased.
- Federal government mandated zero-emission-vehicle sales targets are forcing an expensive transition to electric vehicles on the automotive industry, which is leading to disruption in the marketplace and possible financial hardship due to low consumer demand for electric vehicles.
- The issue of unlicensed sales and repair shops persists and raises important questions if/how to augment existing efforts to address consumer protection issues that emerge from unlicensed operations.

Consumer behavior shifts:

- High interest rates, inflation, and rising unemployment have led to an affordability crisis. Vulnerable consumers may turn to lower-cost unlicensed or unethical sellers and repair shops in an effort to save money. Additionally, as consumers keep their vehicles longer, the increasing cost of repairs may drive them toward cheaper, unlicensed repair options.
- Alberta is seeing a significant increase in newcomers. This introduces new challenges to consumer protection, such as language barriers and different cultural approaches to business transactions which may make some vulnerable to unfair business practices. These individuals will become consumers, licensees, and business owners, so it's crucial for AMVIC to understand how these factors affect its business model and ability to uphold consumer protection outcomes.
- Consumers are generally unaware of their rights therefore, promoting consumer awareness of laws and regulations that are in place to protect them remains important.

Emerging technologies:

- The role of AI and technological innovation in AMVIC's consumer protection efforts may present both opportunities—like improving compliance monitoring and streamlining operations—and risk. At the same time, AI is being utilized by both consumers and businesses to advance their own interests.

Political landscape:

- AMVIC works with government to adapt and align, if necessary, to changing political interests.
- Maintaining a strong and trusting relationship with government remains important.
- Following the 2024 US election, the imposition of tariffs with unknown consequences may lead to a level of disruption for industry, possibly resulting in higher prices for consumers.`

Strategic priorities of the AMVIC board

AMVIC is accountable to the Minister of Service Alberta and Red Tape Reduction and as a regulatory agency is delegated to protect consumers and the automotive business industry from unfair practices. AMVIC achieves this by meeting the requirements of the Mandate and Roles Document.

In addition to those responsibilities, the 2025 – 2026 strategic plan reflects AMVIC’s commitment to its long-term success, outlines the strategic priorities for the fiscal year and provides guidance to AMVIC to identify operational priorities.

AMVIC is an organization guided by the following:

Priority 1: Improving compliance to increase consumer protection and a fair marketplace.

This priority is about increasing compliance through licensing, education, engagement, risk-based approaches to consumer protection, and enforcement of legislation. Our compliance and inspection efforts will focus on the areas that are most likely to drive consumer protection outcomes.

AMVIC has the authority to inspect all licensed automotive businesses in Alberta; an authority that directly serves to manage risks to consumers by reducing the impact of non-compliant businesses. AMVIC must ensure it operates with consistency, transparency and continuous improvement. Decisions will be made to direct our resources (education, communication, licensing, inspections, investigations and enforcement) to best impact protection outcomes.

Priority 2: Foster consumer, industry and government relationships

This priority is about continuing our focus on developing strong and trusted relationships and developing our reputation as a trusted source of information for consumers, industry and government.

Priority 3: Financial stewardship and operational excellence

AMVIC is a high-performing public agency that is transparent, accountable and strives to operate with excellent governance and operational practices. Prudent resource allocation provides an ability to deliver on AMVIC’s mandate to achieve optimal consumer and industry protection.

Priority 4: Innovate AMVIC’s business model and approach

AMVIC will better leverage existing technologies, tools and systems as well as explore new technologies, with the goal to improve compliance across the industry and consumer protection outcomes.

Mandate

- License and register
- Inspect and educate
- Investigate and enforce

GOAL 1: Improving compliance to increase consumer protection and a fair marketplace

AMVIC's delegated authority is to regulate the automotive business industry and enforce consumer protection legislation. AMVIC works to protect Alberta automotive consumers from unfair business practices, and towards building trust, confidence and regulatory compliance in the automotive business industry to provide a fair marketplace. Decisions will be made about increasing compliance through licensing, education, engagement, risk-based approaches to consumer protection and enforcement of legislation.

Objective 1.1

Conduct an efficient licensing and registration administration under the *Consumer Protection Act* and the *Automotive Business Regulation*.

Outcome

- The licensing department operates to ensure a fair and consistent process for decision making that meets the requirements of the legislation.

Targets

- Licensing advisors contact new applicants within two business days following receipt of the business licence or salesperson registration applications.
- A methodical and critical evaluation of all applicants ensures appropriate suitability of business owners and salespeople.
- Identify unlicensed businesses and take steps to bring them into regulatory compliance.
- New business licences are issued on average in 25 days.
- New salesperson registrations are issued on average in 12 days.

Objective 1.2

Conduct inspections, investigations and enforcement as required under the *Consumer Protection Act*, the *Automotive Business Regulation*, the *Cost of Credit Disclosure Regulation* and the *Internet Sales Contract Regulation*.

Outcome

- Automotive businesses and salespeople in Alberta are licensed and registered, and comply with required legislation and regulations.

Targets

- Industry standards conduct 600 inspections annually to educate licensees and monitor regulatory compliance. Inspections will be either comprehensive on-site inspections or preliminary virtual inspections.
 - All new vehicle sales and leasing licensees and recreational vehicle licensees will be inspected within a two-year period.
 - Conduct annual inspections of all consignment licensees that sell more than 50 per cent of sales through consignment activity.
 - Conduct an inspection campaign with a focus on all-in advertised pricing.

- Prepare quarterly reports to provide data and analysis of compliance levels for the various classes and categories of business licences.
 - Reduce curbbers (unlicensed sellers) and provide quarterly reports on results.
 - Develop enforcement and intelligence partnerships to analyze threats to consumers, identify trends and collaborate on joint investigations.
 - Maintain Memorandums of Understanding with 15 external enforcement agencies and government partners.
-

Objective 1.3

Establish education programs for industry and consumers in relation to the automotive business industry.

Outcome

- There is an educational component to every interaction with industry members and consumers.

Targets

- Develop an education strategy for consumers and industry with a focus on areas of most concern and having the most impact. Key audience groups will be educational institutions, including NAIT and SAIT.
 - AMVIC departments collaborate on communications targeted towards industry and consumers based on areas of non-compliance.
 - All salesperson applicants successfully complete the mandatory educational component of the registration process to understand the legislative requirements within Alberta.
 - Successful course completion requires a final mark of 80 per cent or higher for the Salesperson Registration Course.
 - Industry standards conducts telephone, webinar and in-person sessions to provide education on legislation and best business practices for industry.
 - As resources allow, conduct an advertising campaign directed at consumers, advising them of AMVIC's role as a regulator and available free resources.
 - Explore AMVIC's authority to require a new education course for business licensees in order to better drive education and compliance.
-

Objective 1.4

Effective administration of the Compensation Fund.

Outcome

- The Compensation Fund is administered efficiently and effectively.
- Consumers' eligible losses are compensated on a timely basis.

Targets

- Acknowledge claims as they are received.
 - Adjudicate each claim as to eligibility.
 - Recommendations are made to the CEO as claims are concluded.
 - Develop a series of key performance indicators to report on the Fund's performance once a full year of Compensation Fund claims have been processed under the new Compensation Fund bylaw.
-

Engagement

- Educate consumers
- Engage industry
- Government support

GOAL 2: Foster consumer, industry and government relationships

AMVIC's regulatory responsibilities require our continued focus to engage with consumers, industry and government. These relationships are the foundation to providing consumer protection in the automotive industry. We approach this priority with a willingness to listen, reflect and learn together.

Objective 2.1

Increase consumers' awareness of consumer rights and protections as well as AMVIC's ability to assist in the resolution of consumer complaints. Develop creative partnership opportunities with organizations to educate a wide range of people, including vulnerable populations like newcomers to Canada, seniors, etc.

Outcome

- Consumers are provided with information and tools to prepare them to purchase or repair a vehicle and assist them in the resolution of problems and disputes.
- Increased awareness of consumer rights among targeted (vulnerable) populations.

Targets

- Promote AMVIC as a trusted resource for all consumers.
- Promote AMVIC at consumer events throughout the year.
- Build awareness of consumer protection legislation and the existence of AMVIC as the regulator and trusted authority on vehicle purchases and repairs.
- Provide consumers with information to understand their rights and protections through the AMVIC website, monthly consumer bulletins and AMVIC's social media presence. Consumers' level of accessing these resources is measured and reported quarterly.
- Target education efforts towards vulnerable consumers.
- Address consumer complaints professionally through a fair and transparent process, in line with AMVIC policies, standard operating procedures and appeal processes.
- Encourage the resolution of consumer complaints, using alternate dispute resolution (ADR) when appropriate and provide a quarterly report on ADR results.

Objective 2.2

Work with industry to understand the legislation and best practices.

Outcome

- Members of the automotive industry are educated and well informed to ensure compliance.

Targets

- Work with other Canadian regulators to supplement our understanding of industry trends and challenges across the country.
- Educational materials are produced in collaboration with AMVIC departments to ensure information on legislation and best practices addresses current issues in the marketplace.
- Monitor industry trends and issue articles or bulletins that address any issues of concern.

- Information to industry is provided regularly through monthly industry bulletins, the AMVIC website, social media and the Impact quarterly newsletter.
 - Meet with industry associations to foster ongoing dialogue and solicit industry input on key initiatives.
 - Virtual or on-site presentations, training and question and answer sessions are held at licensee business locations to educate and promote compliance.
 - An educational component is included during each inspection.
 - Findings letters are sent to the business after inspections to identify regulatory non-compliance.
 - Progressive enforcement measures, such as warning letters, are used to enforce consumer protection legislation.
 - Administrative reviews are scheduled and administrative review decisions are issued on a timely basis.
-

Objective 2.3

Work with government to ensure alignment between AMVIC and the Government of Alberta.

Outcome

- A positive and collaborative relationship with government is sustained.

Targets

- Organize regular meetings with Service Alberta and Red Tape Reduction officials, to discuss government priorities, ongoing strategic and operational issues.
 - Implement government policy (e.g. reduce red tape by reviewing and streamlining points of contact with businesses, salespeople and consumers).
 - Make recommendations to Service Alberta and Red Tape Reduction officials to improve legislation and regulations.
 - Submit a Business and Financial Plan to the Minister at least 60 days prior to the end of the fiscal year.
 - Work with Service Alberta and Red Tape Reduction staff to ensure the appropriateness and effectiveness of all communication and education materials for consumers and industry.
-

Objective 2.4

Develop and enhance existing relationships with municipalities across the province to address unlicensed businesses and increase compliance with licence requirements.

Outcome

- Establish and strengthen connections with municipalities throughout the province to build awareness of compliance with the *Consumer Protection Act* and the *Automotive Business Regulation*.

Target

- Engage in regular communication with municipal representatives to increase awareness of AMVIC and consumer protection legislation.
 - Increase the percentage of unlicensed businesses that become compliant with licensing requirements.
-

- Optimize
- Sustain
- Deliver exemplary services

GOAL 3: Financial stewardship and operational excellence

The AMVIC business model requires adequate financial resources appropriately allocated to execute its delegated responsibilities. AMVIC is a high-performing public agency that is transparent and accountable that strives to operate with excellent governance and operational practices.

Objective 3.1

Manage the allocation of resources.

Outcome

- Resources are deployed to provide an optimum operating balance between efficiency and effectiveness.

Targets

- Review of non-union compensation structure under the *Public Sector Employers Act*.
- Review employee group benefits plan.
- Regular monitoring and forecasting of operating revenues and expenditures to determine if spending on initiatives may occur or whether restraint must be applied.
- Equipment is upgraded and aging technology is replaced to support improved customer service delivery.

Objective 3.2

Reduce financial risk to AMVIC.

Outcome

- Levy payments and business licence and salesperson registration renewal fees are paid on time.

Targets

- Increase incidence of on-time quarterly levy payments.
 - The regulatory data management system sends up to seven reminders to automotive business licensees to submit their quarterly levy payments on time. The forecast is 90 per cent on-time payments for 2025 – 2026.
- Increase on-time renewal of business licences.
 - The regulatory data management system sends up to eight reminders to automotive business licensees to renew their annual business licence on time. The forecast is 80 per cent on-time renewals for 2025 - 2026.
- Improve on-time renewals of registered salespeople.
 - The regulatory data management system sends up to eight reminders to registered salespeople to renew their annual registration on time. The forecast is 75 per cent on-time renewals for 2025 – 2026.

Objective 3.3

All policies, standard operating procedures, practices and handbooks are maintained and up to date.

Outcome

- Employees will ensure a consistent delivery of service both internally and externally by following the policies, SOPs, practices and handbooks.

Targets

- Policies and standard operating procedures in all departments are reviewed and updated as required.
- Collaborate with the Office of the Alberta Ombudsman on the resolution of complaints made to their office, as required.
- AMVIC's Emergency Preparedness and Crisis Management Plan is reviewed quarterly and updated as required.
- All standardized internal and external communications, templates and forms are reviewed regularly and revised as required.
- An internal risk assessment and tracking system continues to operate with the management risk committee meeting semi-annually to identify areas of risk and remedial actions.
- Submit an annual Risk Report to the AMVIC board of directors.
- Effective administration of the *Freedom of Information and Protection of Privacy Act* (FOIP).
- Administration of FOIP is supported through ongoing improvements to business processes and controls.

Objective 3.4

Assess AMVIC service delivery and performance management within the corporate work environment.

Outcome

- A consistent delivery of service both internally and externally.

Targets

- Employee survey is scheduled for Q4, results are shared internally and actions are initiated where appropriate.
- Staff performance is measured through an annual performance management system.
- Business plan quarterly updates are produced summarizing meaningful results for each quarter.
- Salesperson applicants are surveyed to provide feedback on the Salesperson Registration Course and customer service experience.
- New business licensees are surveyed to provide feedback on the licensing application process and the level of customer service provided by licensing advisors.

Objective 3.5

Increase professionalism and knowledge base for all staff.

Outcome

- Staff training and professional development is sufficient for each staff position.
- Consistent application of legislation to consumer complaints.

Targets

- Educational requirements are met to ensure professional designations are maintained.
- In-house training is provided to staff (e.g. Code of Conduct, Respectful Workplace Policy, etc.).

- Investigations staff are enrolled in ongoing specialized training (e.g. courses from the Canadian Police Knowledge Network).
- Knowledge and best practices are shared with peer regulatory agencies (e.g. OMVIC and VSA).
- Gale online certification courses are utilized based on area of business and interest.
- Staff are provided information to support customer service practices.
- Licensing team is provided information to assist salesperson applicants in navigating the online education courses.
- Training is continued for designated FOIP coordinators and annual training for all staff to support compliance and reduce breaches.
- Staff productivity expectations and measures are regularly monitored.
- Maintain inter-departmental communications to address questions or concerns related to the interpretation of legislation.

Objective 3.6:

Maintain a workforce plan that identifies the positions, skills, and competencies required as AMVIC and its workforce evolves.

Outcome

- A workforce that is positioned to meet future organizational needs and challenges.
- Succession risk mitigated.

Targets

- Skill, competency and resource gaps are identified and addressed.
- Management development and succession plans are in place.

Objective 3.7:

Manage electronic records following government standards and requirements.

Outcome

- Maintain an up-to-date electronic records inventory.

Targets

- Execute a systematic approach to electronic records management.
- Begin final disposition of audio-visual records that have met their retention requirements.
- In collaboration with IT service providers, determine the process to dispose of electronic records held in various AMVIC data management systems.

Modern regulator

- Innovation
- Automation
- Informed by data and technology

GOAL 4: Innovate AMVIC's business model and approach

Advancing the functionality of existing technologies and creating the conditions in which new technologies, including artificial intelligence (AI) and machine learning, can be explored. This includes how new technologies may enhance compliance, enforcement and customer service as well as understanding the risks inherent in these kinds of technology.

Objective 4.1:

To enhance AMVIC operations through technological advancement.

Outcome

- AMVIC operations are efficient and maximize the use of existing resources to deliver a great customer (industry and consumer) experience.

Targets

- Develop a plan to respond to and keep pace with evolving technologies to enhance consumer protection.
 - Explore collaboration opportunities with other government agencies, departments and AMVIC's IT service providers.
-

Objective 4.2:

Expand the functionality of AMVIC's core systems including its regulatory data management system and managed office IT services.

Outcome

- Improved dashboard and reporting features in AMVIC's regulatory data management system to provide departments with valuable insights and enhanced trend analysis capabilities.
- Further the integration of peripheral applications within AMVIC's managed office IT services covering telephone and virtual meeting systems.

Targets

- Effectively transition the regulatory data management system to the newly released platform.
 - Finalize the migration of AMVIC's managed office IT services.
-

Performance measures and indicators

This section of the Business Plan identifies measurement of two types of activities. Firstly, there are performance measures pertaining to action conducted by AMVIC employees, for example how long it takes to complete tasks such as the length of time to issue a business licence. Secondly, there are performance indicators that pertain to input requests received, including the number of consumer complaints, and applications for a business licence and a salesperson registration. Although the volume of performance indicators is not directly controlled by AMVIC, it is important these are reported as they provide an indication of the scope of activity required to carry out the delegated responsibilities.

Licensing and registration

Licensing (businesses) and registration (salespeople) administration under the *Consumer Protection Act* and the *Automotive Business Regulation*.

Performance measures	Last actual 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028
Average number of days to process a new business licence application.	21	30	25	25	25
Average number of days to process a new salesperson registration.	9	14	12	12	12

Performance indicators	Last actual 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028
Total number of business licences issued.	7,900	7,950	7,975	8,000	8,025
Number of new business licences issued.	890	925	950	975	975
Total number of salesperson registrations issued.	10,862	11,200	11,300	11,400	11,500
Number of new salesperson registrations issued.	2,883	3,200	3,300	3,400	3,500

Reporting and renewals

Performance indicators	Last actual 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028
Percentage of licensed businesses that renew on time.	78%	80%	80%	80%	80%
Percentage of licensed businesses that report and pay sales levies on time.	89%	90%	90%	90%	90%
Percentage of registered salespeople who renew on time.	71%	75%	75%	75%	75%

Compliance and enforcement

Investigations, claims and enforcement arising from complaints under the *Consumer Protection Act*, the *Automotive Business Regulation*, the *Cost of Credit Disclosure Regulation* and the *Internet Sales Contract Regulation*.

Performance measures	Last actual 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028
Total consumer complaints resolved through alternate dispute resolution (ADR).	100	100	100	100	100
Consumer complaints investigated, completed or closed.	733	650	800	850	850
Number of meetings held with external intelligence and enforcement agencies.	5	6	6	6	6
Curber files investigated (unlicensed businesses).	61	50	50	50	50
Licensee field inspections.	467	500	600	600	600

Performance indicators	Last actual 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028
Total consumer complaints handled by consumer services officers.	2,987	2,900	2,950	3,000	3,000
Total consumer complaints assigned by consumer services to investigations.	432	650	650	650	650
Total consumer complaints assigned by consumer services to industry standards.	47	50	50	50	50
Total number of Crime Stoppers' tips.	62	60	60	60	60

Compensation Fund administration

Establishment and administration of the Compensation Fund.

Performance measures	Last actual 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028
Adjudicate claims in accordance with the <i>Automotive Business Regulation</i> and <i>Bylaw 2 Compensation Fund</i> .	100%	100%	100%	100%	100%

Administrative enforcement

AMVIC is responsible for administrative enforcement actions made by the Director of Fair Trading (as delegated) under the *Consumer Protection Act* Section 136(5). This includes administrative reviews as well as other progressive enforcement and administrative decisions.

Performance measures	Last actual 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028
Average number of working days to schedule and hold a licencing administrative review upon receipt of an application review report.	7	9	9	9	9
Average number of working days to schedule and hold an investigation administrative review upon receipt of an application report.	16	19	19	19	19
Average number of working days to issue a written administrative review decision after an administrative review is held.	2 (Lic.) ¹ 6 (Inv.)	2 (Lic.) 10 (Inv.)	2 (Lic.) 10 (Inv.)	2 (Lic.) 10 (Inv.)	2 (Lic.) 10 (Inv.)

¹Lic. means licensing and Inv. means investigations.

Communications and education

Establishment of communications and educational programs for consumers and industry members in relation to automotive businesses.

Performance measures	Last actual 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028
Proactive awareness activities: newsletters, industry and consumer bulletins, news releases.	42	48	48	48	48
Consumer and industry events.	4	5	5	5	5
Level of public awareness of AMVIC (measured by survey ¹).	N/A	40%	N/A	45%	N/A

¹Survey conducted every two years.

Performance indicators	Last actual 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028
Annual number of website sessions (purposeful visits).	405,199	330,000	335,000	340,000	345,000

Human resource development

Investment in development of AMVIC staff and directors.

Performance measures	Last actual 2023 – 2024	Target 2024 – 2025	Target 2025 – 2026	Target 2026 – 2027	Target 2027 – 2028
Hours of out of office staff training.	421	300	300	300	300
Hours of in office staff training.	682	600	600	600	600

Three-year financial plan

	2023-24 Actual	2024-25 Forecast	2025-26 Budget	2026-27 Target	2027-28 Target
Operating Budget (\$'s)					
Revenues					
Licence fees	1,983,575	2,104,825	2,105,250	2,100,000	2,105,000
Registration fees	1,208,700	1,249,300	1,257,000	1,264,000	1,272,000
Course fees	530,140	526,800	530,080	535,000	545,000
Sales levy	2,610,307	3,882,220	4,016,066	4,072,000	4,143,000
Investment revenues	215,613	235,578	169,029	163,000	157,000
Other	9,962	2,360	-	-	-
Total revenues	6,558,297	8,001,083	8,077,425	8,134,000	8,222,000
Expenses					
Labour	5,171,735	6,099,819	6,427,242	6,556,000	6,687,000
Office expenses	389,188	435,858	395,160	395,000	395,000
Insurance	8,334	10,463	10,000	10,000	10,000
Telecommunications	82,310	88,650	89,357	90,000	90,000
Professional development	14,049	10,267	15,000	15,000	15,000
Travel	125,255	158,693	184,600	163,000	163,000
Communications	135,608	193,364	156,212	120,000	90,000
Legal fees	225,889	163,507	164,800	165,000	165,000
Professional services	30,511	28,739	26,600	28,000	28,000
Finance charges	140,734	175,298	178,000	180,000	182,000
Audits	29,552	28,183	30,000	30,000	30,000
Rent	306,267	309,706	310,599	325,000	325,000
Amortization	49,092	23,597	22,433	22,000	21,000
Total operating expenses	6,708,524	7,726,144	8,010,003	8,099,000	8,201,000
Operating (deficit) surplus	(150,227)	274,939	67,422	35,000	21,000

	2023-24 Actual	2024-25 Forecast	2025-26 Budget	2026-27 Target	2027-28 Target
Capital Investments (\$'s)					
Technology	8,808	50,000	-	-	-
Furniture, fixtures & leasehold improvements	-	-	-	-	-
Total capital investments	8,808	50,000	-	-	-

Three-year financial plan (continued)

	2023-24 Actual	2024-25 Forecast	2025-26 Budget	2026-27 Target	2027-28 Target
Compensation Fund (\$'s)					
Sales levy	-	382,068	302,285	306,000	312,000
Investment revenues	163,050	172,390	134,687	128,000	121,000
Total revenues	163,050	554,458	436,971	434,000	433,000
Administrative expenses	156,589	168,849	174,830	175,000	175,000
Surplus before claims paid and recovered	6,461	385,609	262,141	259,000	258,000
Claims paid	(55,305)	(200,000)	(275,000)	(275,000)	(275,000)
Claims recovered	67,256	22,000	24,000	24,000	24,000
Net claims (paid) recovered	11,951	(178,000)	(251,000)	(251,000)	(251,000)
Net Compensation Fund surplus	18,412	207,609	11,141	8,000	7,000

	2023-24 Actual	2024-25 Forecast	2025-26 Budget	2026-27 Target	2027-28 Target
Net Assets (\$'s)					
<u>Unrestricted net assets</u>					
Opening unrestricted net assets	3,860,076	3,728,261	4,003,200	4,070,621	4,105,621
Operating (deficit) surplus	(150,227)	274,939	67,422	35,000	21,000
Compensation Fund deficit before claims paid and recovered ¹	6,461	-	-	-	-
Transfers from (to) the Compensation Fund for net claims paid ¹	11,951	-	-	-	-
Closing unrestricted net assets	3,728,261	4,003,200	4,070,621	4,105,621	4,126,621
<u>Restricted funds</u>					
Restricted operating fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Sustainability fund	600,000	600,000	600,000	600,000	600,000
Innovation & technology fund	500,000	500,000	500,000	500,000	500,000
Total restricted funds	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
<u>Compensation Fund</u>					
Opening Compensation Fund	4,000,000	4,000,000	4,207,609	4,218,750	4,226,750
Surplus before net claims paid ²	-	385,609	262,141	259,000	258,000
Net claims recovered (paid)	11,951	(178,000)	(251,000)	(251,000)	(251,000)
Transfers (to) from unrestricted net assets for net claims paid ¹	(11,951)	-	-	-	-
Closing Compensation Fund ²	4,000,000	4,207,609	4,218,750	4,226,750	4,233,750

¹Prior to 2024-2025, administrative expenses of the Compensation Fund, net of investment revenues, were accounted for as deficits against unrestricted net assets. Net claims paid (recovered) were settled through Board approved transfers from unrestricted net assets to maintain the Fund at a balance of \$4.0 million.

²Beginning 2024-2025, the Compensation Fund received an allocation of sales levy revenues to account for its administrative and claims expenses and will not require Board approved transfers from unrestricted net assets.